

Facsimile Cover Letter

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TO: Brewster Kahle

COMPANY: WAIS

DATE: 7/19/95

FROM: Sharnette Smith

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CC:

TOTAL NUMBER OF PAGES INCLUDING COVER PAGE: 6

MESSAGE:

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Shoreline: 1 - 800 - 555 - 1234
Shurt

Brewster: I think you make a good point. I have made a few minor corrections. Bold is add or correction; italic bold is delete.

I am faxing this back to you since I can't send over the net. I believe it properly should go to Mike for his direction.

regards,
BK

Subj: Building the next generation IP tools
Date: Wed, Jul 19, 1995 1:48 PM EDT
From: brewster@wais.com
X-From: brewster@wais.com (Brewster Kahle)
To: bdunn1@aol.com

(based on the July reorganization, Barry Schuler relayed that WAIS Inc will be broken into 2 pieces: production services would go into AOL Production, and WAIS products would float.)

If this is not what was intended, please say so, because what follows is based on the assumption of breaking up WAIS Inc.

-brewster]

AOL Information Provider Technology: AOL West
Brewster Kahle
July 17, 1995

In a year's time, we will have to decide to use our own software tools or buy, or license outside tools to keep our IP's happy (much the way we are trying to decide now to use Booklink or Netscape's browser). We will be able to buy good tools from Netscape, Oracle, or Microsoft. All will share the standard Web-server features:

Transactions,
Search,
Security,
Authoring,

etc.

If we want to continue to use our own tools in the future, then we must move decisively. This is a proposal for how to do this.

**** The Market Needs: ****

A way to quickly build customized electronic publishing services and mechanisms to make money from doing it.

Beyond the standard Web fare (listed above), we have many opportunities to enhance current electronic publishing products to meet the market needs:

Agents:

- Aggregation from multiple sources
- Personalization of the selections for each user
- Packaged delivery of that content for fast reading

Large collections:

- Beyond Webcrawler is mountains of unfindable information,

Community features:

- Information rich chat, email, and bboard systems.

Richer media:

- CDROM has showed what is possible with more bandwidth, push beyond the "text and pictures" world of the current web.

Business functionality for small and large IPs:

- Billing capabilities, revenue and market measurement statistics, advertising, subscription, etc.

Integration tools

- Infrastructures for integrating software from various vendors and tools for integrating existing customer databases with new electronic publishing systems

**** How to build and provide access to this technology? ****

Organize a group with a fixed mission, funding, sales objectives, and staff-- In other words build a high performance sub-company. Make sure it is reporting to the right part of AOL, so we feel comfortable counting on these products for a strategically important role.

Many pieces exist in AOL currently:

WAIS Server

Navisoft

WebCrawler

Other pieces can ~~be~~ have been licensed in:

Netscape

Illustra

Terisa

Ubique

Personal Digital Newspapers.

Much of it will have to be developed, integrated, tested and sold quickly and well. Interfaces to software from other companies will have to be developed.

**** Mission ****

The mission of the entity would be to:

Integrate and enhance current AOL and external publishing technology and tools for AOL customers and continue to attract new IP customers through sales of Integrated Publishing Solution software.

**** Organization ****

I suggest that this group would be a separate P&L reporting to AOL Technologies. Use marketing, sales, and development personnel from existing acquisitions as a starting nucleus.

Consider combining existing pieces:

WAIS, Inc. server capabilities,
Navisoft,
ANS technologies, and
Webcrawler.

Locate it under one roof.

Advantages: Creates a measurable, stand-alone entity with critical mass.
Provides organizational flexibility.

Disadvantages: merging groups is difficult for location and cultural reasons.

**** Product ****

Integrated product structure including the Navisoft Web tools, Illustra database engine, Z39.50 protocols, WAIS network search capabilities, publishing modules, and extensions for publishing systems of the future (e.g. multimedia, large database, aggregation, and database integration tools).

Advantages:

Gives us a proprietary hedge against Blackbird, Oracle & Netscape.
Provides Production Services with technology geared to its customers.
Sales activity helps insure that the product is competitive or better than product offerings from other companies

**** Timeline ****

Sell what we have now-- Build a next-generation system in 1 year.

The new "product entity" could begin aggressive selling activity almost immediately while the concept/business plan is developed.

A 2-3 month timeline would be required to further develop the concept:

- a. Pull teams together
- b. Identify competitive advantages needed and assess competition

- c. Define product strategy and estimate integration/expansion effort
- d. Identify staffing requirements and prepare financial forecasts

**** Next Steps ****

1. Get general agreement from AOL management on the split of WAIS Inc.
2. Refine or toss this plan.
3. Business plan written by management of new group.

I believe we have an opportunity to build an integrated publishing technology with unique links to AOL infrastructure. I would personally very much like to drive the development of this new generation of software tools.

Brewster Kahle

----- Headers -----
From brewster@wais.com Wed Jul 19 13:49:02 1995
Received: from wais.wais.com by emin05.mail.aol.com with SMTP
(1.37.109.16/16.2) id AA132676142; Wed, 19 Jul 1995 13:49:02 -
0400
Return-Path: <brewster@wais.com>
Received: from [199.221.45.135] by wais.wais.com (4.1/SMI-4.1/Brent-
911016-WAIS)
id AA10142; Wed, 19 Jul 95 10:44:06 PDT
Message-Id: <v02120d00ac32fab4546c@[140.174.162.205]>
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Date: Wed, 19 Jul 1995 10:43:10 -0800
To: bdunn1@aol.com
From: brewster@wais.com (Brewster Kahle)
Subject: Building the next generation IP tools